

Core Program Action Plans



Division of Housing
Policy Development

Department of Housing and Community Development

Core Program Action Plan

Housing Element

Action Plan for FY 2004/05 - 2005/06				H1
Strategic Goal:	Implement the statutory requirements to make regional housing need determinations and review draft and adopted housing elements.			
Strategic Objective:	Increase the effectiveness of housing element updates and reviews in addressing housing supply and affordability and improve the annual statewide percentage of jurisdictions adopting an element determined in compliance with state law.			
Strategy	Develop templates and models of effective and compliant housing element. Provide technical assistance to local governments updating and revising their housing elements.			
Relevant Performance Measure(s)	1. Number of days to complete reviews (per statute, 60 days for drafts and 90 days for adopted elements). 2. Proportion of building permits issued by jurisdictions with housing elements in compliance.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Determine regional share of housing need (RHNA) in conjunction with Department of Finance and Councils of Governments (COGs) and review COG RHNA plans.	Linda Wheaton, Assistant Deputy Director	12 months	Existing	Multiple dates pursuant to statute. In progress
Develop/improve housing element templates and models.	Cathy Creswell, Deputy Director	6 months	Existing	December 2005
Review housing element for compliance.	Cathy Creswell, Deputy Director, Glen Campora, Manager, Linda Nichols, Manager	60 days, draft 90 days, adopted	Existing	Multiple dates pursuant to update schedule

Offer and provide technical assistance to jurisdictions revising their draft elements.	Glen Campora, Manager, Linda Nichols, Manager	Ongoing	Existing	Ongoing
Draft regulations for reporting forms on housing element progress.	Richard Loa, Assistant Deputy Director, Linda Nichols, Manager	12 months	Existing	December 2005
Program Resources:				
Positions	7.5			
Support	\$916,000 – General Fund			

Department of Housing and Community Development

Core Program Action Plan

Consolidated Plan

Action Plan for FY 2004/05 - 2005/06		H2		
Strategic Goal	Maintain or increase federal funding for housing and community development programs to address the State’s priority housing needs.			
Strategic Objective:	Secure and maintain federal block grant appropriation of approximately \$120 million annually for the Community Development Block Grant (CDBG), HOME, Emergency Shelter Grants (ESG), and Housing Opportunities for Persons with Aids (HOPWA) State programs through the State’s Five year update and annual submission of the State Consolidated Plan.			
Strategies:	<div>1. Undertake broad consultation with stakeholders, including eligible grantees, beneficiaries, housing and community development service providers and other government agencies in preparing the annual update and performance reporting for the State Consolidated Plan.</div> <div>2. Keep administration aware of proposed loss of federal funds from these programs as they impact the State budget.</div>			
Relevant Performance Measure(s)	<div>1. State Consolidated Plan application and performance report in conformance with federal regulations submitted on time (May 15th and October 1st).</div> <div>2. Receipt of federal Housing and Community Development funds by California.</div> <div>3. Positive Annual Community Assessment by the U. S. Department of Housing and Urban Development’s review of State program performance reporting.</div>			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Completion of draft update of 2005/10 Plan and 2005/06 Annual Plan.	Linda Nichols, Manager, Linda Wheaton, Assistant Deputy Director	6 months	Existing	March 2005
Response to public comments /submittal of Final Plan.	Linda Nichols, Manager, Linda Wheaton, Assistant Deputy Director	1.5 months	Existing	May 2005

Response to draft notices regarding program rules and/or funds.	Linda Nichols, Manager, Linda Wheaton, Assistant Deputy Director	Periodic	Existing	As occur, throughout year, relative to federal budget actions
Performance tracking.	Linda Nichols, Manager and Ann Hornbeck, Financial Assistance	12 months	Existing	Submittal to HUD October 1, 2005
Program Resources: Positions 1.0 Support \$122,000 – Distributed Financial Assistance Division Special and Federal Funds				

Department of Housing and Community Development

Core Program Action Plan

Downtown Rebound, Inter-Regional, Jobs Housing Balance, and Workforce Housing Grant Programs

Action Plan for FY 2005/06		H3		
Strategic Goal:	Increase housing opportunities and remove barriers to increasing the overall housing supply by administering the following grant programs and ensuring funds are effectively and efficiently used: Downtown Rebound Planning (DRPG), Inter-Regional Planning (IRP) Jobs Housing Balance (JBH), and Workforce Housing (WFH) programs. (note: Except for Workforce Housing, funds for other programs have been awarded and projects are in various stages of implementation and completion.)			
Strategic Objective:	Increase housing opportunities and regulatory barrier removal by effectively monitoring grant recipients. Hold grantees accountable for completing grant activities on-time and within budget and producing results.			
Strategy:	<ol style="list-style-type: none">1. DRPG/IRP/JBH: Utilize tracking system (monthly) to monitor grantee performance, contact necessary grantees to inform of program requirements and offer assistance to meet program requirements.2. WFH: Market new program to jurisdictions, private parties and non-profit groups and assist local governments to comply with eligibility criteria.			
Relevant Performance Measure(s)	<ol style="list-style-type: none">1. Successful completion of projects that fulfill program objectives.2. Compliance with contract and program guidelines.3. WFH: Increased rate of affordable housing permitted by local governments after establishment of base year.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
WFH: Provide technical assistance to potential 2005 and 2006 applicants, review applications and work with applicants to correct deficiencies.	Linda Wheaton, Assistant Deputy Director and Linda Nichols, Manager	6 months	Existing	June 2005

WFH: Evaluate applications and make grant awards. Plan event with HCD/BTH representatives for broad outreach to stimulate interest in program.	Linda Wheaton, Assistant Deputy Director and Linda Nichols, Manager	2 months	Existing	June 2005
WFH: Work with 2005 grantees and HCD Contract staff to execute contracts	Linda Nichols, Manager	3 months	Existing	September 2005
All Grants: Process cash requests and compile and report grant activity data.	Glen Campora, Manager (DRPG) Linda Wheaton, Assistant Deputy Director, (IRP) Linda Nichols, Manager (JBH)	Ongoing	Existing	July 2005 – June 2006
All Grants: Monitor grant activity for compliance with grant program.	Linda Nichols, Manager (JBH)	Ongoing	Existing	July 2005– June 2006
DRPG/IRP/JBH: Complete grant program evaluation reports: <ul style="list-style-type: none"> Downtown Rebound Inter-Regional Planning (7 of 8 grantees) Jobs Housing Balance 	Glen Campora, Manager (DRPG) Linda Wheaton, Assistant Deputy Director, (IRP) Linda Nichols, Manager (JBH)	60 days 11 months 4 months, funds dispensed by June 2006	Existing Existing Existing	Current & Next FY June 2005 December 2006
Program Resources: Positions 4.5 Support \$523,000 - Bond Local Assistance \$25,000,000 – Bond				

Department of Housing and Community Development

Core Program Action Plan

Redevelopment Agency Oversight

Action Plan for FY 2004/05 - 2005/06		H4
Strategic Goal:	Increase the effectiveness of redevelopment law in addressing the housing needs of low and moderate-income persons.	
Strategic Objectives:	Improve the effectiveness of the Department's oversight of redevelopment law by reducing the time required to prepare the annual report on redevelopment agency housing fund activities and outcomes. Improve the timeliness and accuracy of redevelopment agency data reported.	
Strategies:	<ol style="list-style-type: none"> 1. Increase the number of agencies using the Department's web-based electronic reporting system in place of submitting paper forms. Use of the on-line system increases the timeliness and accuracy of data reported and reduce the time agencies are required to spend on compliance with reporting requirements. 2. Develop and implement marketing efforts to encourage more agencies to use HCD's web-based electronic reporting system to improve effectiveness, accuracy, and timeliness of annual data agencies report to HCD. 3. Continue enhancing and improving the electronic reporting system to simplify data entry, reduce time required to complete report, detect errors, and prompt users how to correct entries. Time saved by redevelopment agencies on reporting requirements may be redirected to achieving redevelopment agencies housing production goals. Time saved by Department staff can be redirected. To technical assistance and oversight activities. 	
Relevant Performance Measure(s)	<ol style="list-style-type: none"> 1. Increase in the number of agencies using the electronic system by at least 10 percent increase in the number of units produced by redevelopment agencies. 2. Time savings for redevelopment agencies and Department staff. 	

Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Contact agencies filing paper forms to inform and encourage use of on-line system.	Glen Campora, Manager and Housing Policy Development (HPD) staff	1 month	Existing	January - February 2005 (request agencies use on-line system to verify HCD entries)
		1 month	Existing	September 2005 (inform/encourage agencies that did not use on-line system last year to use on-line system)
Determine system enhancements and improvements to make to facilitate data entry and error detection (based on feedback from users asking questions and providing comments and suggestions).	HPD staff/Information Technology (IT) staff	3 months	Existing	February – April 2005
Demonstrate use of the electronic system at redevelopment conference and explore other opportunities to market the program.	HPD staff	2 months	Existing	Mid-July 2005 (Finance Conference) Mid-October 2005 (Housing Conference) Others as opportunities identified

Coordinate with California Redevelopment Association (CRA) to instruct agencies, via CRA's on-line learning program, how to use the electronic system. Identify opportunities to expand on-line learning program.	HPD staff	2 months	Existing	November 2005 December 2005
Provide on-going technical assistance to agency staff in response to inquiries and difficulties in using the electronic system to report data.	HPD staff/IT Branch	6 months	Existing	July 2005 (end of FY) – December 2005 (report due date)
Program Resources:				
Positions	1.5			
Support	\$158,000 – General Fund			

Department of Housing and Community Development

Core Program Action Plan

Research and Policy Development

Action Plan for FY 2004/05 - 2005/06		H5
Strategic Goal Three:	Provide quality policy development, analysis, and research services to advance the Department's mission to preserve and expand safe and affordable housing opportunities.	
Strategic Objective:	Provide timely, effective and compelling data, research, and analysis to support policy and program development for regulatory, informational or educational functions.	
Strategies:	<ol style="list-style-type: none"> 1. Update demographic and economic state datasets and presentation materials with most timely data available. 2. Network with and review other academic, governmental and industry sources to keep the State in the forefront of the most current resources and disseminate the information. 3. Provide timely and effective reporting and analyses for statutorily mandated functions including income limits, notice requirements regarding preservation of low-income housing at-risk of conversion, statewide housing plan components; as well as for legislative work (housing & community development-related), speech or conference presentations by Administration officials, and needed research projects. 	
Relevant Performance Measure(s)	<ol style="list-style-type: none"> 1. Legislative proposals and recommendations approved by Administration. 2. Respond to relevant due dates or support requests on schedule, e.g., posting of preservation notices received within 5 days. 3. Increased number or website hits for information items. 	

Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Preparation of legislative bill materials and analysis.	Housing Policy Development (HPD): Cathy Creswell, Deputy Director and Linda Wheaton, Assistant Deputy Director	Weekly from present - summer 2005	Existing	End of Legislative session (September 2005)
Research and analysis for policy development, Statewide Housing Plan components, and technical papers.	Cathy Creswell, Deputy Director and Linda Wheaton, Assistant Deputy Director	Ongoing, approx. bi-monthly	Existing	Ongoing
Daily scan and posting of news articles and publications for email news service.	HPD: Linda Wheaton, Assistant Deputy Director and Maggie Kauffman, Housing Resource Librarian	Daily	Existing	Ongoing
Complete statutory update of income limits used by local governments and housing developers, including filing with the Office of Administrative Law.	Linda Wheaton, Assistant Deputy Director	3 months	Existing	Annually by May
Review and posting of preservation notices on website.	HPD: Linda Wheaton, Assistant Deputy Director and Glen Campora, Manager	Ongoing	Existing	Continuous
Program Resources:				
Positions	4.0			
Support	\$504,000 – General Fund			

Core Program Action Plans



Financial Assistance Division

Department of Housing and Community Development

Core Program Action Plan

Building Equity and Growth In Neighborhoods

Action Plan for FY 2004/05 - 2005/06		I1
Strategic Goal:	Remove barriers to increasing overall housing supply. Encourage cities and counties in California to reduce the regulatory burden to the development of new affordable homeownership units, and to provide incentive to that development in the form of mortgage assistance loans for first-time low- or moderate-income households.	
Strategic Objectives:	During the time period January 1, 2005 through June 30, 2006, the BEGIN Program will award \$48 million in Proposition 46 authorized bond sale proceeds in two funding rounds.	
Strategy:	Increase housing supply by providing incentives for communities that plan for and approve housing in a manner consistent with “anti-dumb growth” principles. The BEGIN Program will release two “Over-the-Counter” Notices of Funding Availability (NOFAs) with the remaining available Prop. 46 funds, accept and review applications with the assistance of the HCD Housing Policy Development Division and make awards.	
Relevant Performance Measure(s)	Output Measures Dollars awarded <ol style="list-style-type: none"> 1. Contracts awarded 2. Projected Unit production Outcome Measure <ol style="list-style-type: none"> 1. Households assisted 	

Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Review and Update Regulatory Relief Scoring Guidelines.	Peter Solomon - Program Manager, Cathy Donovan, Sharon Sarno, Rebecca Matt – Program Representatives, Linda Nichols – HPD Program Manager, HPD Staff	2 months	2 PYs – Existing	March 2005
Release NOFA	Peter Solomon – Program Manager, Marilyn Lawson – Office Assistant	2 months	.5 PY – Existing	March 2005
Provide Application Training Technical Assistance to Potential Applicants.	Sharon Sarno, Rebecca Matt, Cathy Donovan – Program Representatives	1 month	2 PYs – Existing	July 2005
Accept, Review and Process Applications.	Marilyn Lawson – Office Assistant, Sharon Sarno, Cathy Donovan, Rebecca Matt – BEGIN Program Representatives, HPD Program Representatives	4 months (ongoing process)	2 PYs – Existing	August 2005
Award Announcements (3)	Peter Solomon – Program Manager, Marilyn Lawson – Office Assistant	1 week	.5 PY – Existing	May 2005; June 2005; August 2005; September 2005
Release Final BEGIN NOFA.	Peter Solomon – Program Manager, Marilyn Lawson – Office Assistant	1 month	.5 PY – Existing	January 2006

Provide Application Training Technical Assistance to Potential Applicants.	Sharon Sarno, Rebecca Matt, Cathy Donovan – Program Representatives	1 month	2 PYs – Existing	February 2006
Accept, Review and Process Applications.	Marilyn Lawson – Office Assistant, Sharon Sarno, Cathy Donovan, Rebecca Matt – BEGIN Program Representatives, HPD Program Representatives	4 months (ongoing process)	2 PYs – Existing	June 2006
Award Announcements (3)	Peter Solomon – Program Manager, Marilyn Lawson – Office Assistant	1 week	.5 PY – Existing	April 2006, May 2006, June 2006
Program Resources: Positions 1.8 Support \$227,000 - Bond Local Assistance \$24,000,000 - Bond				

Department of Housing and Community Development

Core Program Action Plan

CalHome Program – General Allocations

Action Plan for FY 2004/05 - 2005/06		I2		
Strategic Goal:	Provide resources to programs operated by cities, counties, cities and counties and nonprofit housing organizations to assist low-income Californians to become or remain homeowners.			
Strategic Objectives:	During the time period January 1, 2005 through June 30, 2006, the CalHome Program will award more than \$26 million in Proposition 46 authorized bond sale proceeds in one funding round. The CalHome Program will also disburse an additional \$50 million in funds previously awarded to local programs.			
Strategy:	The CalHome Program will release one NOFA with the remaining Prop. 46 funds available, hold application workshops, accept and review applications and make awards. CalHome Program staff will provide significant technical assistance to grantees to assist them in successful local program implementation.			
Relevant Performance Measure(s)	1. Dollars awarded – Output measure 2. Contracts awarded – Output measure 3. Projected Unit production – Outcome measure 4. Households assisted – Outcome measure			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Hold Contract Management Workshops for 2004 grantees.	Peter Solomon - Program Manager, Cathy Donovan, Sharon Sarno, Rebecca Matt – Program Representatives, Marilyn Lawson – Office Assistant	1 month	2 PYs – Existing	April 2005

Complete pre-disbursement conditions on 2004 contracts (after Standard Agreements are executed).	Cathy Donovan, Sharon Sarno, Rebecca Matt – Program Representatives	2 months	1.5 PYs - Existing	May 2005
Provide technical assistance to 2003 – 2004 grantees and disburse grant funds.	Cathy Donovan, Sharon Sarno, Rebecca Matt – Program Representatives	18 months	1 PY – Existing	June 2006
Monitor 2001 Contracts for Reuse Account Compliance.	Cathy Donovan, Sharon Sarno, Rebecca Matt, Program Representatives	6 months	1 PY – Existing	October 2005
Monitor 2003 Contracts for Operational Compliance.	Cathy Donovan, Sharon Sarno, Rebecca Matt, Program Representatives	6 months	1 PY – Existing	October 2006
Release NOFA	Peter Solomon – Program Manager, Marilyn Lawson – Office Assistant	1 month	.5 PY – Existing	July 2005
Hold Application Workshops.	Sharon Sarno, Rebecca Matt, Cathy Donovan – Program Representatives, Peter Solomon – Program Manger	1 month	2 PYs – Existing	August 2005

Application Processing	Marilyn Lawson – Office Assistant, Sharon Sarno, Cathy Donovan, Rebecca Matt – Program Representative	6 weeks	2 PYs – Existing	November 2005
Award Announcement	Peter Solomon – Program Manager, Marilyn Lawson – Office Assistant	1 week	.5 PY – Existing	November 2005
Program Resources: Positions 3.8 Support \$389,000 – Bond \$107,000 – Special Funds Local Assistance \$28,000,000 - Bond				

Department of Housing and Community Development

Core Program Action Plan

CalHome Program - Self-Help Housing Technical Assistance Allocation

Action Plan for FY 2004/05 - 2005/06		I3
Strategic Goal:	Provide technical assistance funding to cities, counties, and nonprofit housing organizations to assist them in operating self-help housing programs that enable low- and moderate-income Californians to become homeowners.	
Strategic Objectives:	During the time period January 1, 2005 through June 30, 2006, the Allocation will award more than \$3 million in Proposition 46 authorized bond sale proceeds from the issuance of one Notice of Funding Availability (NOFA); applications will be accepted on an over-the-counter basis.	
Strategy:	The CalHome Program Self-Help Technical Assistance Allocation will release one NOFA with the remaining available Proposition 46 funds, accept and review applications and make awards. Staff will provide technical assistance to grantees to assist them in local program implementation.	
Relevant Performance Measure(s)	<p>Output Measures</p> <ol style="list-style-type: none"> 1. Issue \$3.9 million NOFA. 2. Receive applications using an over-the-counter method, review 3 applications monthly, analyze proposed projects for feasibility and organizational capacity, and execute contracts. <p>Outcome Measure</p> <ol style="list-style-type: none"> 1. Award \$3.9 million in technical assistance to 15 – 25 projects, assisting in the construction of 250 – 350 self-help homeownership units, assisting 800 – 1,200 Californians to build and own their first home. 	

Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Release NOFA	Peter Solomon - Program Manager Dee Franklin – Program Representative Marilyn Lawson – Office Assistant	1 month	1.7 PYs – Existing	June 2005
Application Processing, Review, Approval and Award.	Dee Franklin – Program Representative, Peter Solomon – Program Manager, Tom Bettencourt – Section Chief.	Ongoing	1.5 PYs – Existing	June 2006
Contract Administration/ Monitoring	Dee Franklin – Program Representative	Ongoing	1 PY – Existing	June 2006
Program Resources: Positions 2.0 Support \$261,000 - Bond Local Assistance \$3,900,000 - Bond				

Department of Housing and Community Development
Core Program Action Plan
Community Development Block Grant Program
Economic Development Allocation
California Community and Economic Enterprise Fund

Action Plan for FY 2004/05 - 2005/06		I4
Strategic Goal:	Assist eligible non-entitlement cities and counties in attracting, expanding and retaining businesses and new permanent full-time jobs for California.	
Strategic Objectives:	The Program will award \$4,425,673 in Federal Community Development Block Grant funds through a competitive Notice of Funding Availability (NOFA) process.	
Strategy:	Attract, retain and expand job growth by efficient award of economic development allocation funds to maximize their effectiveness.	
Relevant Performance Measure(s)	<p>Output Measure -</p> <ol style="list-style-type: none"> 1. 1 NOFA preparation and release 2. 6 application workshops 3. 6 grant management workshops <p>Process Measure -</p> <ol style="list-style-type: none"> 1. The program anticipates 25 grants awarded in the 2005/06 funding round within 80 days of application deadline. 2. The program anticipates 25 contracts executed within 90 days of award. 3. Monitor 50 open grants prior to the expiration of each grant. <p>Outcome Measure -</p> <ol style="list-style-type: none"> 1. The program anticipates 200+ businesses assisted 2. The program anticipates 300+ Jobs created or retained 3. The program anticipates 300+ Targeted Income Group Jobs created or retained 4. The program anticipates 500+ microenterprise clients assisted 	

Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
NOFA preparation and release	Program Manager 4 Program Representatives Office Assistant (Typing)	2 months	6 PYs - Existing	September 2005
Release Application	Program Manager 4 Program Representatives Office Assistant (Typing)	2 months	6 PYs - Existing	September 2005
Conduct Application Workshops.	Program Manager 4 Program Representatives	2 months	5 PYs - Existing	September 2005
Application Due	Office Assistant (Typing)	1 week	1 PYs - Existing	November 2005
Accept, process, rate and rank applications.	Program Manager 4 Program Representatives Office Assistant (Typing)	2.5 months	6 PYs - Existing	August 2005- November 2005
Conduct Grant Management Workshops.	Program Manager 4 Program Representatives	1 month	5 PYs - Existing	August 2005
Announce Awards	Program Manager Office Assistant (Typing)	1 month	2 PYs - Existing	February 2006

Generate Standard Agreements	Program Manager 4 Program Representatives Office Assistant (Typing)	3 months	5 PYs - Existing	March 2006
Monitor Open Grants	Program Manager 4 Program Representatives Office Assistant (Typing)	18 months	6 PYs - Existing	January 2005 – June 2006
Program Resources: Positions See Page 105 Support See Page 105 Local Assistance \$4,425,673 – Federal Funds				

Department of Housing and Community Development

Core Program Action Plan

Community Development Block Grant Program –General, Native American, and Colonias Allocations

Action Plan for FY 2004/05 - 2005/06				15
Strategic Goal:	Assist non-entitlement cities and counties to build and retain affordable housing, improve infrastructure, and provide community facilities and public services.			
Strategic Objectives:	During the time period of January 1, 2005 through June 30, 2006 the Community Development Block Program, General, Native American, and Colonias allocations will award \$62.2 million dollars in General Allocation funds, \$5.7 million in Colonias Allocation funds and \$1.4 million dollars in Native American Allocation funds from two funding rounds.			
Strategy:	The Community Development Block Grant Program will release two Notice of Funding Availability's (NOFA), accept and review applications for two different funding cycles (May 2006 and June 2007) and make awards for the 05/06 funding cycle.			
Relevant Performance Measure(s)	Output Measures 1.. 95 grants awarded in 2005 and 55 grants awarded in 2006 2. 150 contracts executed within 90 days of award Outcome Measures 1. 743 households benefiting from housing activities 2. 2,607 households benefiting from public works activities 3. 18,141 persons benefiting from Community Facility and Public Service activities.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Release Notice of Funding Availability.	Allen Jones- Program Manager,—All Program Representatives	2 months	10 PYs - Existing	January 2005
Release Application	Allen Jones-Program Manager, All Program Representatives	2 months	10 PYs - Existing	January 2005

Conduct Application Workshops	Allen Jones-Program Manager, All Program Representatives	2 months	10 PYs - Existing	January 2005 – February 2005
Application Due	Beihei Zhang - Clerical Support. Leticia Cortez Program Representative	2 weeks	2 PYs - Existing	April 2005
Rating and Ranking of Applications	Allen Jones-Program Manager, All Program Representatives	10 weeks	10 PYs - Existing	June 2005
Prepare Funding List	Allen Jones-Program Manager, All Program Representatives	2 weeks	10 PYs - Existing	June 2005
Prepare Award Package	Allen Jones- Program Manager, Beihei Zhang Clerical Support–Leticia Cortez Program Representative	1 month	3 PYs - Existing	June 2005
Award Package Forwarded to Directorate	Allen Jones- Program Manager, Beihei Zhang Clerical Support–Leticia Cortez Program Representative	1 month	3 PYs - Existing	June 2005
Announce Awards	All Program Representatives	1 week	9 PYs - Existing	June 2005
Prepare Contracts	Allen Jones- Program Manager, Beihei Zhang Clerical Support–All Program Representative	2 months	11 PYs - Existing	June 2005

Conduct Exit Interviews with all Applicants	Allen Jones-Program Manager, All Program Representatives	2 months	10 PYs - Existing	July 2005
Offsite Review of Rating and Ranking Process	Allen Jones-Program Manager, All Program Representatives	1 month	10 PYs - Existing	August 2005
Review the Previous Year's NOFA and Application	Allen Jones-Program Manager, All Program Representatives	2 months	10 PYs - Existing	September 2005
Edit NOFA and Application	Allen Jones-Program Manager, All Program Representatives	1 month	10 PYs - Existing	October 2005
Release NOFA	Allen Jones- Program Manager,– Program Representatives	1 month	10 PYs - Existing	November 2005
Release Application	Allen Jones- Program Manager,– Program Representatives	1 month	10 PYs - Existing	November 2005
Conduct Application Workshops	Allen Jones-Program Manager, All Program Representatives	2 months	10 PYs - Existing	December 2005
Applications Due	Beihei Zhang, Clerical Support. All Program Representatives	2 weeks	10 PYs - Existing	February 2006
Threshold Review of Applications	Allen Jones- Program Manager, Beihei Zhang Clerical Support– Program Representative	1 month	3 PYs - Existing	March 2006

Rating and Ranking of Applications	Allen Jones-Program Manager, All Program Representatives	10 weeks	10 PYs - Existing	April 2006
Prepare Funding List	Allen Jones-Program Manager, All Program Representatives	2 weeks	10 PYs - Existing	April 2006
Prepare Award Package	Allen Jones- Program Manager, Beihei Zhang Clerical Support–Leticia Cortez Program Representative	1 month	3 PYs - Existing	April 2006
Award Package Forwarded to Directorate	Allen Jones- Program Manager, Beihei Zhang Clerical Support–Leticia Cortez Program Representative	1 month	3 PYs - Existing	April 2006
Announce Awards	All Program Representatives	1 week	9 PYs - Existing	April 2006
Prepare Contracts	Allen Jones-Program Manager, Beihei Zhang Clerical Support, All Program Representatives	2 months	110 PYs - Existing	June 2006

Conduct Exits Interviews With All Applicants.	Allen Jones-Program Manager, All Program Representatives	2 months	10 PYs - Existing	June 2006 – July 2006
Offsite Review of Rating and Ranking Process	Allen Jones-Program Manager, All Program Representatives	1 month	10 PYs - Existing	June 2006
Program Resources: Positions See Page 105 Support See Page 105 Local Assistance \$52,300,000 – Federal Funds				

Department of Housing and Community Development
Core Program Action Plan
Community Development Block Grant Program
General Planning and Technical Assistance Allocation (P/TA)

Action Plan for FY 2004/05 - 2005/06				I6
Strategic Goal:	Assist non-entitlement cities and counties determine and plan for their community development needs.			
Strategic Objectives:	During the time period of January 1, 2005 through June 30, 2006 the Community Development Block Program, Planning and Technical Assistance Allocation will award \$2.7 million dollars in General P/TA Allocation funds and \$1.4 million dollars in Economic Development P/TA Allocation funds from two funding rounds.			
Strategy:	The Community Development Block Program will release two Notices of Funding Availability (NOFA), accept and review applications and make awards.			
Relevant Performance Measure(s)	Output Measures 1. 95 P/TA grants awarded 2. 95 P/TA contracts executed within 90 days of award 3. Number of completed plans.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Review the Previous Year's NOFA and Application.	All Program Representatives	2 months	13 PYs - Existing	January 2005
Edit NOFA and Application	Allen Jones- Program Manager, Larry Davis Program Manager Susan Kessler – Program Representative, Gayle Pitt Program Representative, Stuart Baker Program Specialist	6 weeks	5 PYs - Existing	March 2005

Prepare/Issue NOFA and Application	Allen Jones- Program Manager, Susan Kessler – Program Representative, Beihei Zhang Clerical Support	1 month	3 PYs - Existing	March 2005
Applications due (First Round)	Susan Kessler – Program Representative, Beihei Zhang Clerical Support	2 weeks	2 PYs - Existing	May 2005
Review Applications	All Program Representatives	1 month	13 PYs - Existing	June 2005
Prepare Award Package	Allen Jones Program Manager, Larry Davis Program Manager, Susan Kessler Program Representative, Beihei Zhang Clerical Support	2 weeks	4 PYs - Existing	July 2005
Award Package Forwarded to Directorate	Allen Jones Program Manager, Larry Davis Program Manager, Susan Kessler Program Representative, Beihei Zhang Clerical Support	2 weeks	4 PYs - Existing	July 2005
Announce Awards	All Program Representatives	1 week	13 PYs - Existing	July 2005
Prepare contracts	Allen Jones Program Manager, Larry Davis Program Manager, All Program Representatives, Beihei Zhang Clerical Support	2 months	16 PYs - Existing	August 2005
Applications due (Second round)	Susan Kessler – Program Representative, Beihei Zhang Clerical Support	2 weeks	2 PYs - Existing	September 2005

Review Applications	All program representatives	1 month	13 PYs - Existing	October 2005
Prepare Award Package	Allen Jones Program Manager, Larry Davis Program Manager, Susan Kessler Program Representative, Beihei Zhang Clerical Support	2 weeks	4 PYs - Existing	November 2005
Award Package Forwarded to Directorate	Allen Jones Program Manager, Larry Davis Program Manager, Susan Kessler Program Representative, Beihei Zhang Clerical Support	2 weeks	4 PYs - Existing	November 2005
Announce Awards	All Program Representatives	1 week	13 PYs - Existing	November 2005
Prepare contracts	Allen Jones Program Manager, Larry Davis Program Manager, All Program Representatives, Beihei Zhang Clerical Support	2 months	16 PYs- Existing	December 2005
Review the Previous Year's NOFA and Application.	All Program Representative	2 months	13 PYs - Existing	January 2006
Edit NOFA and Application	Allen Jones- Program Manager, Larry Davis Program Manager Susan Kessler – Program Representative, Gayle Pitt Program Representative, Stuart Baker Program Specialist	6 weeks	5 PYs - Existing	March 2006

Prepare/Issue NOFA and Application	Allen Jones- Program Manager, Susan Kessler – Program Representative, Beihei Zhang Clerical Support	1 month	3 PYs - Existing	March 2006
Applications due (First Round)	Susan Kessler – Program Representative, Beihei Zhang Clerical Support	2 weeks	2 PYs - Existing	May 2006
Program Resources: Positions See Page 105 Support See Page 105 Local Assistance \$4,100,000 – Federal Funds				

Department of Housing and Community Development
Core Program Action Plan
State Community Development Block Grant Program
Economic Development Allocation
Over-the-Counter Allocation

Action Plan for FY 2004/05 - 2005/06		I7
Strategic Goal:	Assist eligible non-entitlement cities and counties in attracting, expanding and retaining businesses and new permanent full-time jobs for California.	
Strategic Objectives:	Increase business opportunities and jobs creation by awarding \$8,219,106 in Federal Community Development Block Grant funds through a competitive Notice of Funding Availability (NOFA) process.	
Strategy:	The program will; <ol style="list-style-type: none"> 1. Release Notice of Funding Availability (NOFA) 2. Release Application 3. Conduct application workshops 4. Accept, review and process applications, prepare staff reports and present to Loan Committee 5. Make funding announcements 6. Generate Standard Agreements 7. Monitor open grants 	

Relevant Performance Measure(s)	Output Measures - <ol style="list-style-type: none"> 1 NOFA preparation and release 6 application workshops 4 loan committee meetings Process Measures - <ol style="list-style-type: none"> The program anticipates 15 grants awarded in the 2005-06 funding round The program anticipates 15 contracts executed within 90 days of award. Monitor 10 open grants prior to the expiration of each grant Outcome Measures - <ol style="list-style-type: none"> The program anticipates 15 businesses assisted The program anticipates 250+ Jobs created or retained The program anticipates 130+ Targeted Income Group Jobs created or retained 			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
NOFA preparation and release	Program Manager 4 Program Representatives Office Assistant (Typing)	2 months	6 PYs - Existing	July 2005
Release Application	Program Manager 4 Program Representatives Office Assistant (Typing)	2 months	6 PYs - Existing	July 2005
Conduct Application Workshops	Program Manager 4 Program Representatives	2 months	5 PYs - Existing	July 2005 and January 2006
Applications Due	Office Assistant (Typing)	Continuous	1 PY - Existing	Continuous

Accept, process, applications, and prepare staff reports.	Program Manager 4 Program Representatives Office Assistant (Typing)	Continuous	6 PYs - Existing	Continuous- April 2006
Conduct Loan Committee Meetings	Program Manager 4 Program Representatives	Continuous	5 PYs - Existing	Continuous through May 2006
Announce Awards	Program Manager Office Assistant (Typing)	Continuous	2 PYs - Existing	Continuous
Generate Standard Agreements	Program Manager 4 Program Representatives Office Assistant (Typing)	Continuous	5 PYs - Existing	Continuous
Monitor Open Grants	Program Manager 4 Program Representatives Office Assistant (Typing)	Continuous	6 PYs - Existing	January - June 2006
*Program Resources: Positions 23.3 Support \$1,273,000 – General Fund \$1,933,000 – Federal Funds Local Assistance \$8,219,106 – Federal Funds *Includes CDGB Economic Development Allocation; General, Native American and Colonias Allocations; General Planning and Technical Assistance Allocation; and, Economic Development.				

Department of Housing and Community Development

Core Program Action Plan

California Indian Assistance Program (CIAP)

Action Plan for FY 2004/05 - 2005/06		I8
Strategic Goal:	Assist California Indian communities to increase local capacity and to achieve their community and economic development goals. The program also assists Indian communities seeking federal recognition.	
Strategic Objectives:	Prepare five applications for funding and provide technical assistance to tribes and/or their consultants to prepare five applications.	
Strategy:	Attend application workshops given by funding agencies (generally in January and May), and other training provided to assist tribes in meeting federal overlay requirements and increase local capacity (February and April). Provide technical assistance and application assistance to tribes on the program's waiting list.	
Relevant Performance Measure(s)	<p>Output Measures</p> <ol style="list-style-type: none"> 1. Number of applications submitted by CIAP staff. 2. Number of applications submitted by or on behalf of tribes for which CIAP provided technical assistance. <p>Outcome Measures</p> <ol style="list-style-type: none"> 1. Funding received and community projects and activities funded as a result of CIAP technical assistance and grant writing. 	

Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Provide Technical Assistance	Geri Emberson – CIAP Mimi Bettencourt - CIAP	18 months	1.4 PYs - Existing	June 2006
Application Preparation	Geri Emberson - CIAP	6 months	1 PY - Existing	Spring 2005 Winter 2005 Spring 2006 (Determined by application deadline of funding source.)
Program Resources: Positions .6 (One manager who spends 40 percent of her time in CIAP and one full time staff). Support \$100,000 – Federal Funds \$100,000 - General Fund				

Department of Housing and Community Development

Core Program Action Plan

Emergency Housing and Assistance Program (EHAP)

Operating Facility Grants

Action Plan for FY 2004/05 - 2005/06		19
Strategic Goal:	Assist non-profit organizations and local governments in maintaining and expanding emergency shelters, transitional housing facilities, and related supportive services for homeless individuals and families.	
Strategic Objectives:	<p>Objective #1</p> <p>To aid homeless individuals and families by awarding 100% of the EHAP Operating Facility Grant funds made available for FYs 2004/05 and 2005/06. (As of January 11, 2005, the Governor's Proposed FY 2004/05 Budget includes \$3.1 million for EHAP Operating Grants.)</p>	
Strategy:	<p>Objective # 1-Strategies</p> <ol style="list-style-type: none"> 1. Issue competitive Statewide NOFAs to allocate EHAP Operating Facility Grant funds for FY 2004/05 (issued September 16, 2004) and FY 2005/06 (tentative issuance date of September 15, 2006). 2. Maintain the current local boards (Designated Local Boards) for 22 counties and, to the extent possible, encourage the establishment of DLBs for counties that would benefit from DLB involvement. DLBs accept responsibility for evaluating local emergency shelter and transitional housing needs and for allocating the available local funding. During the Action Plan time period, each DLB will issue two annual local NOFAs, review local applications, and submit award recommendations to the Department for confirmation. 	
Relevant Performance Measure(s)	<p>Objective #1 Performance Measure:</p> <ol style="list-style-type: none"> 1. Average number of persons served daily. 	

Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Issue Statewide Notice of Funding Availability (NOFA).	Carl Baskin, HCDR II	1 month	1 PY – Existing	September 2004
Hold application workshop (Statewide applicants)	Carl Baskin, HCDR II Susan Porter, HCDR II	1 week	1 PY – Existing 1 PY – Existing	October 2004
Process Statewide Applications.	Susan Porter, HCDR II Eleanor Contryman, Clerical Support	6 weeks	1 PY – Existing 1 PY – Existing	January 2005
Award Announcement (Statewide non-competitive)	Susan Porter, HCDR II Eleanor Contryman, Clerical Support	2 weeks	1 PY – Existing	February 2005
Review Applications (Statewide competitive)	Carl Baskin, HCDR II Susan Porter, HCDR II	6 weeks	1 PY – Existing	April 2005
Award Announcement (Statewide competitive)	Susan Porter, HCDR II Eleanor Contryman, Clerical Support	4 weeks	1 PY – Existing 1 PY – Existing	May 2005
Confirm DLB counties award recommendations	Carl Baskin, HCDR II Susan Porter, HCDR II	7weeks	1 PY – Existing 1 PY – Existing	May 2005
DLB counties award announcement	Susan Porter, HCDR II Eleanor Contryman, Clerical Support	3 weeks	1 PY – Existing 1 PY – Existing	June 2005
Issue Statewide NOFA	Carl Baskin, HCDR II	1 month	1 PY – Existing 1 PY – Existing	September 2005
Hold application workshop (Statewide applicants)	Carl Baskin, HCDR II Susan Porter, HCDR II	1 week	1 PY – Existing	October 2005

Process Statewide Applications	Susan Porter, HCDR II Eleanor Contryman, Clerical Support	6 weeks	1 PY – Existing 1 PY – Existing	January 2006
Award Announcement (Statewide non-competitive)	Susan Porter, HCDR II Eleanor Contryman, Clerical Support	2 weeks	1 PY – Existing 1 PY – Existing	January 2006
Review Applications (Statewide competitive)	Carl Baskin, HCDR II Susan Porter, HCDR II	6 weeks	1 PY – Existing 1 PY – Existing	February 2006
Award Announcement (Statewide competitive)	Susan Porter, HCDR II Eleanor Contryman, Clerical Support	4 weeks	1 PY – Existing 1 PY – Existing	March 2006
Confirm DLB counties award recommendations	Carl Baskin, HCDR II Susan Porter, HCDR II	7 weeks	1 PY – Existing 1 PY – Existing	April 2006
DLB counties award announcement	Susan Porter, HCDR II Eleanor Contryman, Clerical Support	3 weeks	1 PY – Existing 1 PY – Existing	May 2006
Program Resources: Positions 4.9 Support \$501,000 – Special Fund / General Fund Local Assistance \$3,788,000 – General Fund				

Department of Housing and Community Development

Core Program Action Plan

Emergency Housing and Assistance Program (EHAP)

Capital Development Program (CD)

Action Plan for FY 2004/05 - 2005/06		I10		
Strategic Goal:	Increase and preserve the supply of emergency shelter and transitional housing beds available to homeless individuals and families.			
Strategic Objectives:	The program’s strategic objective is to award approximately \$31 million annually in housing bond funds over the next four years to non-profit agencies and local governments so they can acquire, build or rehabilitate emergency shelters or transitional housing for the homeless. Thus, between January 1, 2005 and June 30, 2006, about \$62 million will be awarded.			
Strategy:	The program’s strategy will be to release two Notices of Funds Availability (NOFAs), hold application workshops, rate and rank applications, announce awards, issue contracts and manage those contracts so that more beds for the homeless are created or preserved.			
Relevant Performance Measure(s)	Output Measure 1. Total beds created or preserved 2. Total Dollars Awarded Process Measures: 1. Total Development Costs (TDC) / Bed 2. Homeless Capital Development Dollars / Bed 3. Leverage – Program Dollars to Other Dollars			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Conduct second set of application workshops.	Homeless CD Unit	2 weeks	8 PYs - Existing	January 2005
Rate and Rank FY 2004/05 Applications	Program Staff	7 ½ weeks	6 PYs - Existing	March 2005
Announce FY 2004/05 Awards	Homeless CD Unit	2 weeks	8 PYs - Existing	June 2005
Prepare and Issue FY 2005/06 NOFA	Lead Representative Manager Clerical Support	2 months	3 PYs - Existing	October 2005

Conduct First Set of Application Workshops	Homeless CD Unit	2 weeks	8 PYs - Existing	November 2005
Conduct Second Set of Application Workshops	Homeless CD Unit	2 weeks	8 PYs - Existing	January 2006
Rate and Rank FY 05-06 Application	Program Staff	7 ½ weeks	6 PYs - Existing	March 2006
Announce FY 05-06 Awards	Homeless CD Unit	2 weeks	8 PYs - Existing	May 2006
Program Resources:				
Positions	8.0			
Support	\$1,022,000 – Bond			
Local Assistance	\$31,000,000 - Bond			

Department of Housing and Community Development

Core Program Action Plan

Enterprise Zone (EZ), LAMBRA, Targeted Tax Area, and Manufacturing Enhancement Area Programs

Timeline #5 & #12

Action Plan for FY 2004/05 - 2005/06				I11
Strategic Goal:	Strengthen communities by attracting, expanding, and retaining business and jobs in California.			
Strategic Objectives:	Assist Zones to ensure that all qualified businesses are eligible to receive hiring tax credits and all qualified Targeted Enterprise Area (TEA) residents are eligible to receive vouchers.			
Strategy:	<p>Process Zone expansions, address corrections or updates, and TEA updates to the official Enterprise Zone website.</p> <p>Receive applications from 39 zones for Zone or TEA address corrections or updates and perform technical assessment to approve and upload to official Enterprise Zone website.</p>			
Relevant Performance Measure(s)	Output Measures <ol style="list-style-type: none"> 1. Expansion requests reviewed 2. Complete delinquent address corrections and updates 3. Ongoing address Zone and TEA corrections and updates 			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Complete review of Oakland zone expansions.	Dinorah Hall, HCDR II; TBD, HCDR II	3 months	1 ¼ PYs Existing	August 2005
Complete overdue address updates and corrections.	Dinorah Hall, HCDR II	2 ½ months	¼ PY Existing	April 2005
Ongoing address updates and corrections	Dinorah Hall, HCDR II	4 months	¼ PY Existing	Ongoing Process
Intake and process expansion applications.	Dinorah Hall, HCDR II	4 months	¼ PY Existing	Ongoing Process

Timeline #4 & #6

Action Plan for FY 2004/05 - 2005/06				
Strategic Goal:	Institutionalize revenue stream to fund state Enterprise Zone program administrative costs.			
Strategic Objectives:	Collect funds from 39 zones to fund state Enterprise Zone program's administrative costs.			
Strategy:	Design a payment and accounting system for fee collection; collect and track fees from each local enterprise zone.			
Relevant Performance Measure(s)	Output Measures 1. Zones required to submit fees = 39 (output) 2. Funds collected from 39 zones(output)			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Design remittance forms/disseminate to each zone	Frank Luera, Program Auditor	1 month	¼ PY Existing	Prior to January 2005
Fees due to HCD	Frank Luera, Program Auditor	Monthly	¼ PY Existing	25 th of month for previous month's remittances
Monitor/track monthly fees from zones	Frank Luera, Program Auditor	Monthly	¼ PY Existing	Last day of month for previous month's remittances
Program Resources:				
Positions	6.0			
Support	\$692,000 – Reimbursements			

Department of Housing and Community Development

Core Program Action Plan

Federal Emergency Shelter Grant (FESG) Program

Action Plan for FY 2004/05 - 2005/06		I12		
Strategic Goal:	Increase and preserve the supply of emergency shelter and transitional housing beds by providing available FESG funds to eligible local governments and nonprofit organizations providing emergency housing and services for the homeless.			
Strategic Objectives:	During the period January 1, 2005 through June 30, 2006, the FESG Program will award approximately \$12 million in federal homeless funding from two funding rounds, enter into contracts and administer the grants.			
Strategy:	<div>1. The FESG Program will release two Notices of Funding Availability, hold application workshops, evaluate applications received; make awards and enter into contracts with grantees.</div> <div>2. The program will also disburse available funds by processing requests for payment from individual grants/contracts and will conduct monitoring of grantees, and will meet all federal requirements.</div>			
Relevant Performance Measure(s)	<div>1. Average number of persons served daily.</div> <div>2. Percent of funding awarded to grantees per the California Annual Performance and Evaluation Report.</div>			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Issue NOFA	Lucy Christensen, Patrice Thomasen, Manager	March 2005	Existing	March 2005
Conduct Application Workshops	Lucy Christensen, Patrice Thomasen and Manager	April 2005	Existing	April 2005

Evaluate applications	Lucy Christensen, Patrice Thomasen, Eleanor Countryman, Teresa Crain	May - July 2005	Existing	August 2005
Announce awards	Eleanor Countryman, Lucy Christensen	August 2005	Existing	August 2005
Issue NOFA	Lucy Christensen, Patrice Thomasen, Manager	March 2006	Existing	March 2006
Conduct Application Workshops	Lucy Christensen, Patrice Thomasen and Manager	April 2006	Existing	April 2006
Begin application evaluation	Lucy Christensen and Patrice Thomasen	May 2006	Existing	August 2006
Program Resources:				
Positions	2.9			
Support	\$58,000 – General Fund \$387,000 - Federal Funds			
Local Assistance	\$6,700,000 – Federal Funds			

Department of Housing and Community Development

Core Program Action Plan

Housing Assistance Payment (HAP) Program

Action Plan for FY 2004/05 – 2005/06				I13
Strategic Goal:	Improve the HAP voucher utilization rate and improve efficiency in the administration of the HAP Program.			
Strategic Objectives:	During the period January 1, 2005 through June 30, 2006 the HAP Program will administer 769 Housing Choice Vouchers (HCV) in the 12 counties for which it serves as the Housing Authority for this purpose.			
Strategy:	The HAP Program will obtain funding allocations (annual contributions contracts/ ACCs) from the U.S. Department of Housing and Urban Development (HUD) for the counties served, and will subcontract with local entities and/or administer the program directly as necessary to make the HCV assistance available in the 12 counties to the extent allowable under HUD requirements.			
Relevant Performance Measure(s)	<ol style="list-style-type: none"> 1. Issue a Procedures Manual for Staff and Subcontractors by June 30, 2005. 2. Submit an amended Annual Plan to HUD by April 15, 2005. 3. Update Utility Allowances, if necessary, by August 2005. 4. Submit Section 8 Management Assessment Program (SEMAP) report to HUD, if necessary, by August 2005. 5. Submit Year-End Statement to HUD by August 2005. 6. Repeat all applicable above measures for 2006. 			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Procedures Manual	Program Manager	6 months	1 PY - Existing	June 2005
Annual Plan	Program Manager	3.5 months	1 PY - Existing	April 2005
Utility Allowances	Program Manager	8 months	1 PY - Existing	August 2005
SEMAP	Program Manager	8 months	.25 PY - Existing	August 2005
Year-End Statement	Program Manager	8 months	.75 PY - Existing	August 2005
Repeats for 2006	Program Manager	12 months	4 PYs	August 2006
Program Resources:				
Positions	3.0			
Support	\$232,000 – General Fund			
	\$672,000 - Federal Funds			
Local Assistance	\$3,400,000 – Federal Funds			

Department of Housing and Community Development

Core Program Action Plan

HOME Program

Action Plan for FY 2004/05 - 2005/06			I14	
Strategic Goal:	In partnership with local jurisdictions and non-profit organizations, HOME provides federal funds and facilitates for the development of safe, affordable, and decent housing for low-income Californians.			
Strategic Objectives:	Increase supply of affordable housing by providing funds for housing development. During the time period January 1, 2005 through June 30, 2006 the HOME Program will issue two Notices of Funding Availability (NOFA), totaling \$150 million, and by June 30, 2006 will award \$75 million (the second NOFA will be awarded by Fall 2006).			
Strategy:	The HOME Program will release two NOFAs, hold application workshops, accept and review applications and make awards for the first NOFA during the time period January 1, 2005 through June 30, 2006.			
Relevant Performance Measure(s)	Output Measure 1. Number of housing units to be assisted Outcome Measure 1. Number of communities with active housing programs Timeless Measure 1. Median expected completion date (for projects)			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Release NOFA	Sharon Fleury – Policy/Fiscal Unit Manager	2 months each NOFA	1 PY – Existing	June, July, August 2005
Hold Application Workshops	Mark Maldonado, State Recipient Manager and Eugene Lee, CHDO Manager	3 months	1 PY – Existing	June, July, August 2005 and June 2006

Application Processing	Mark Maldonado, State Recipient Manager & Eugene Lee, CHDO Manager	3 months	6 PYs – Existing	November 2005
Award Announcement	Mark Maldonado, State Recipient Manager	3 weeks	1 PY – Existing	November 2005
Program Resources:				
Positions	30.0			
Support	\$4,413,000 - Federal Funds			
Local Assistance	\$93,700,000 – Federal Funds			

Department of Housing and Community Development
Core Program Action Plan
Office of Migrant Services (OMS)

Action Plan for FY 2004-05 – 2005-06		I15
Strategic Goal:	Provide safe, decent, and affordable seasonal rental housing and support services for migrant farmworker families during the peak harvest season.	
Strategic Objectives:	<ol style="list-style-type: none"> 1. Maintain & improve condition of facilities in cooperation with Local Operations Contractors throughout covered period. 2. Continue construction and rehabilitation plan for Centers during period of January 10, 2005 thru June 30, 2006. 	
Strategy:	<ol style="list-style-type: none"> 1. During the period January 1, 2005 thru June 30, 2006 work with local Contractors to plan and construct two Center replacements and begin planning for one further Center replacement. Also construct one new Day Care Center and plan for the reconstruction of another; construct two new water systems; perform other major repair and replacement tasks at various Centers. 2. Collect and process demographic data for 2004 season by March 31, 2005 and the 2005 season by March 31, 2006. 	
Relevant Performance Measure(s)	<ol style="list-style-type: none"> 1. Completion of construction as proposed in Budget Change Proposal (\$9.5 million to reconstruct three migrant centers, miscellaneous repairs at several other centers, and to start the replacement of day care centers). 2. Number of tenants served, vacancy rates, etc. 3. Survey of Contractors and tenants. 	

Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Submit final Budget Change Proposal	Pat Dyas – Manager Patricia Evans - Representative	First week of January 2005	.05 PY - Existing	January 2005
Survey Contractors and Tenants throughout year.	Pat Dyas, Arturo Rodríguez, Coral Gaines	January 2005 – June 2006	.25 PY - Existing	Ongoing
Hold Annual Contractors’ Meetings.	All Staff	4 days	.10 PY - Existing Vehicle Travel expenses	January 2005
Negotiate and process annual Operating Contracts.	Pat Dyas – Manager Patricia Evans – Rep Coral Gaines – Management Services Technician (MST) Ken Crawford – Retired Annuitant	3 months	.75 PY - Existing	April 2005
Compile annual Demographic Report for 2004 Season.	Arturo Rodríguez – Rep Coral Gaines – MST	3 months	.25 PY - Existing	September 2005
Hold annual Managers’ Meeting.	All Staff	2 Days	.05 PY - Existing	March 2005
Organize Tenant Councils and attend meetings.	Arturo Rodríguez	7+ months	1 PY - Existing Vehicle Travel expenses	Ongoing
Plan and construct replacement Centers, Day Cares, etc.	Pat Dyas – Manager Ken Crawford – Retired Annuitant	Continuous, extending beyond 18-month timeframe of this Plan	1 PY - Existing Vehicle Travel expenses Prop. 46 Migrant \$5.2 million	Ongoing. Los Banos under construction, Planada planning for construction 2006

Hold Annual Contractors' Meetings.	All Staff	4 days	.10 PY - Existing Vehicle Travel expenses	January 2006
Negotiate and process annual Operating Contracts.	Pat Dyas – Manager Patricia Evans – Rep Coral Gaines - MST Ken Crawford – Retired Annuitant	3 months	.30 PY - Existing	April 2006
Compile annual Demographic Report for 2005 Season.	Arturo Rodríguez – Rep Coral Gaines – MST	3 months	.25 PY - Existing	March 2006
Hold annual Managers' Meeting.	All Staff	2 days	.05 PY - Existing	March 2006
Organize Tenant Councils and attend meetings.	Arturo Rodríguez	3 months	.50 PY - Vehicle, Travel expenses	June 2006
Program Resources:				
Positions	2.5			
Support	\$303,000 - General Fund			
Local Assistance	\$10,606,000			

Department of Housing and Community Development

Core Program Action Plan

Multifamily Housing Program - General

Action Plan for FY 2004/05 – 2005/06			I16	
Strategic Goal:	Increase the supply of affordable rental housing for California’s workforce and their families and special needs populations.			
Strategic Objectives:	During FY 2005/06 (by June 30, 2006) issue three Notices of Funding Available (NOFA) and award 100% of the funds (\$140 M) announced for the MHP. Close 100% of the MHP permanent loans that are ready to close while maintain an average timeline for closing MHP permanent loans of 28 months (840 days).			
Strategy:	The MHP will release three NOFAs, hold application workshops, accept and review applications and make awards.			
Relevant Performance Measure(s)	Outcome Measures 1. Supply – total number of units created. 2. Targeting – number of units affordable to low-income households (incomes below 40% of median income. 3. Supply – percentage of units remaining in service for 55 years. Input Measures 1. Cost/Leverage – MHP cost per unit limit investment per unit and maximize leverage of other private and public financing. 2. Cost/Leverage – Total development cost. 3. Cost/Leverage – ratio of program funds to all other funds.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Issue 3 NOFAs	Nadine Ford and staff	1 month	6 PYs	January 2005 August 2005 January 2006

Department of Housing and Community Development

Core Program Action Plan

Multifamily Housing Program Supportive Housing Component

Action Plan for FY 2004/05 – 2005/06		I17
Strategic Goal:	Increase the supply of California's service-enriched housing stock that is affordable to low-income households with persons who are disabled and homeless or at risk of homelessness.	
Strategic Objectives:	During the second half of FY 2004/05 and during FY 2005/06 (by June 30, 2006), the program will provide approximately \$75 million of financing which, when leveraged with other funding sources, will result in the rehabilitation or new construction of approximately 40 new rental housing development projects containing approximately 1700 affordable housing units. Approximately 900 of the units will be reserved for persons who are disabled and homeless or at risk of homelessness.	
Strategy:	The Department will publish a Notice of Funding Availability (NOFA) soliciting applications for funding, conduct application workshops, provide individual technical assistance to potential applicants, evaluate the merit of the applications that are received, issue funding awards to the most meritorious of the applications, monitor funded projects for compliance with program requirements and feasibility through the closing of the Department's loan.	
Relevant Performance Measures:	<p>Output Measures</p> <ol style="list-style-type: none"> 1. Number of service-enriched projects awarded funds. 2. Number of loans closed. <p>Outcome Measure</p> <ol style="list-style-type: none"> 1. Number of units in projects. <p>Input Measures</p> <ol style="list-style-type: none"> 1. Cost/project unit. 2. Cost/Supportive Housing unit. 	

Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Publish NOFA	Mike Greenlaw	5 weeks	6 PYs - Existing	March 2005
Publish Application	Mike Greenlaw	5 weeks	6 PYs – Existing	March 2005
Conduct Application Workshops	Mike Greenlaw	7 weeks	6 PYs – Existing	March 2005
Begin Receiving Applications	Mike Greenlaw	7 weeks	6 PYs – Existing	March 2005
Program Resources:				
Positions	.8 (Manager only – staff included on page 124.)			
Support	\$104,000 - Bond			
Local Assistance	\$60,000,000 - Bond			

Department of Housing and Community Development

Core Program Action Plan

Mobilehome Park Resident Ownership Program (MPROP)

Action Plan for FY 2004/05 – 2005/06		I18
Strategic Goal:	To protect the tenancy of mobilehome park residents from displacement due to park conversion, another use or due to change in ownership; and preserve the mobilehome park rental space affordability for low income and very low-income households.	
Strategic Objectives:	Maintain schedule of technical assistance, Notice of Funding Availability issuances, awards, and funding processes. Preserve and rehabilitate at least four existing mobilehome parks as a source of affordable housing. At least 200 low-income residents will avoid displacement from their homes as a result of the park acquisitions.	
Strategy:	Increase staff training in order to provide excellent technical assistance and referral to additional resources. Provide MPROP loans for park acquisition, rehabilitation of common areas and infrastructure, soft costs and the maintenance of affordable park space by the conversion of privately owned parks to resident owned parks or non-profit public benefit owned parks. Meet with localities to help them strategize and weigh options to preserve the mobilehome parks in their communities. Create database of resident and nonprofit-owned parks, potential applicants, and referral sources. Develop other resource materials. Streamline application and funding process.	
Relevant Performance Measure(s)	<p>Process Measure</p> <ol style="list-style-type: none"> 1. Provide technical assistance and establish log of number of contacts and time spent. <p>Output Measures</p> <ol style="list-style-type: none"> 1. Award 100% of funds available. 2. Close 100% of the loans for park conversion within 12 months. <p>Outcome Measures</p> <ol style="list-style-type: none"> 1. Track number of units preserved and number of low-income households or units assisted. 2. Track leverage of other funds. 	

Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Release NOFA	Lorraine French, Manager Linda Ng, HCDRII Nanette Guevara, HCDRII	18 months	2 PYs	December 2004 <i>d</i>
Applications Due	Lorraine French, Manager Linda Ng, HCDRII Nanette Guevara, HCDRII	18 months	2 PYs	February 2005
Awards	Lorraine French, Manager Linda Ng, HCDRII Nanette Guevara, HCDRII	18 months	2 PYs	April 2005 and May 2005
Provide technical assistance to prospective applicants/others, review loan applications, close loans, and disburse funds.	Lorraine French, Manager Linda Ng, HCDRII Nanette Guevara, HCDRII	18 months	1.5 PYs – Existing 1.5 PYs - New	Ongoing
Develop formal staff training program.	Lorraine French, Manager	18 Months	.5 PY – Existing	June 2006
Develop technical assistance materials, database, and new application process.	Lorraine French, Manager Linda Ng, HCDR II Nanette Guevara, HCDR II	18 Months	1.5 PYs - Existing 1.5 PYs- New	June 2006
Program Resources:				
Positions	2.3			
Support	\$352,000 - Special Fund			
Local Assistance	\$6,000,000 – Special Fund			

Department of Housing and Community Development

Core Program Action Plan

Serna Farmworker Housing Program

Action Plan for FY 2004/5 – 2005/06		I19
Strategic Goal:	Preserve and expand the supply of affordable rental and homeownership housing units throughout the state for the agricultural households, particularly in those areas of the state where housing is least affordable.	
Strategic Objectives:	Increase housing supply by awarding 100% of the funds (\$30 million rental, \$20 million homeownership) to be announced in NOFA's for the Farmworker Housing Grant Program making approximately 14 additional new multi-family rental project loans, and 20 homeownership project awards. Close 100% of Farmworker Housing Grant Program loans that are ready to close (approximately 25 loans). Disburse Project funds as they are requested by the borrowers in a timely manner after all documents required for the review have been submitted.	
Strategy:	Maintain a schedule of NOFA issuances and awards and funding processes. Provide ongoing technical assistance to applicants and sponsors to ensure quality projects. Provide more structured training in advance of work activity to continue improving closing capacity. As the Multifamily Housing Section staffing capacity allows, incorporate all multifamily Farmworker Housing Grant Program loan origination and closing activities into the Multifamily Housing Section.	
Relevant Performance Measure(s)	<p>Outcome Measures</p> <ol style="list-style-type: none"> 1. Supply – total number of units created. 2. Targeting – number of affordable units to low-income agricultural tenants (incomes below 50% of median income). <p>Input Measure</p> <ol style="list-style-type: none"> 1. Cost/Leverage – ratio of Serna program funds to all other funds. 	

Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Issue Rental Housing NOFA	Ben Dudek	1 month	7 PYs - Existing	No additional NOFAs
Issue Homeownership NOFA	Peter Solomon, Manager – Rafael Galvan, HCDR II –	1 month	1.5 PYs – Existing	No additional NOFAs
Engage in technical assistance to applicants, review loan applications, develop staff reports, obtain approval from Loan and Grant Committee, make awards, and close the loans that are awarded to successful applicants, and disburse funds.	Ben Dudek, Manager Peter Solomon, Manager	18 months	7 PYs – Existing	Continuous
Develop formal staff training program.	Ben Dudek, Manager	18 months	5 PYs - Existing	June 2006
Continue to maintain Program database.	Ben Dudek, Manager Peter Solomon, Manager	18 Months	7 PYs - Existing	June 2006
Program Resources: Positions 6.7 Support \$862,000 - Bond \$60,000 – Special Fund Local Assistance \$30,730,000 - Bond				

Department of Housing and Community Development

Core Program Action Plan

Predevelopment Loan Program

Action Plan for FY 2004/05 – 2005/06		I20
Strategic Goal:	To expand and to preserve the supply of affordable rental and owner occupied units throughout the State for low-income and very low-income households. Ensure that the projects are eligible and competitive when applying and/or competing for construction and permanent financing.	
Strategic Objectives:	Maintain schedule of technical assistance, Notice of Funding Availability issuances, awards, and funding processes so that at least 12 affordable housing projects which would otherwise not be considered viable will be able to secure site control, entitlements and/or funding.	
Strategy:	Increase staff training in order to provide excellent technical assistance and expedited funding of the loans. Improve the application to make it more user-friendly. Streamline the award process. Secure additional staff and funds, if possible.	
Relevant Performance Measure(s)	<p>Output Measures</p> <ol style="list-style-type: none"> 1. Provide technical assistance and establish log of contacts (number of contacts assisted) in order to measure staff time devoted to this activity. 2. Award 100% of the funds announced in NOFA as available from revolving fund. 3. Close 100% of the Predevelopment loans within 60 days of award. 4. Disburse Project funds as requested by Borrowers within 15 days from complete request for funds submittal and approval of reviewed documentation. 5. Number of Borrower's able to close the development's construction loan within contract time period, usually 18-24 months. 6. Amount of funds awarded to rural projects each fiscal year. <p>Outcome Measures</p> <ol style="list-style-type: none"> 1. Number of units developed. 2. Leverage of permanent loan funds secured. 	

Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Release NOFA	Lorraine French, Manager Margery Winter, HCDRII Nanette Guevara, HCDRII Linda Ng, HCDRII	18 months	1.5 PYs	July 2004 (Ongoing, over-the counter)
Awards	Lorraine French, Manager Margery Winter, HCDRII Nanette Guevara, HCDRII Linda Ng, HCDRII	18 months	1.5 PYs	Ongoing, over-the-counter.
Provide technical assistance to prospective applicants, review loan applications, close loans, and disburse funds.	Lorraine French, Manager Margery Winter, HCDRII Nanette Guevara, HCDRII Linda Ng, HCDRII	18 months	2 PYs – Existing 1 PY – New	Continuous (revolving loan program)
Develop formal staff training program.	Lorraine French, Manager	18 Months	.5 PY – Existing	June 2006
Revise application, forms, and processes to maintain strategic objectives.	Lorraine French, Manager Margery Winter, HCDRII	18 Months	1 PY - Existing	June 2006
Program Resources: Positions 1.5 Support \$310,000 – Special Fund Local Assistance \$1,000,000 – Special Fund (Variable – revolving loan fund).				

Department of Housing and Community Development

Core Program Action Plan

Asset Management Section (M&M)

Action Plan for FY 2004/05 – 2005/06		I21
Strategic Goal:	Promote safe, affordable, and fiscally sound housing projects serving the correct target population in the Asset Management Section portfolio funded by Department programs.	
Strategic Objectives:	<p>Complete 100% of mandated monitoring tasks: Approve or modify approximately 722 budgets; Review approximately 897 annual reports/audits; Complete approximately 239 on-site/in-house monitorings.</p> <p>Rental Housing Construction Program - Original and Rural Rental Assistance (RHCP-O/RRA): Provide operating subsidies to approximately 132 (88 per year) projects.</p> <p>Multifamily Housing Program (MHP): Complete review of management documents for 100% of MHP loan closings.</p> <p>Owner Loan Management (OLM): Review and approve approximately 60 single-family recertifications and requests for loan extensions.</p> <p>Reduce number of unsound projects in Portfolio.</p>	
Strategy:	<ol style="list-style-type: none"> 1. Perform timely reviews of audits/budgets/annual reports. 2. Complete entry of all annual operating expense information into the database. 3. Utilize operating expense database to identify & correct budgets outside norm. 4. Provide technical assistance as needed. 5. Complete project health evaluations to identify & correct projects below acceptable standards. 6. Complete all required site visit and in-house monitorings. 7. Work with Sponsors of unsound projects to increase soundness. 8. Review and approve budgets and management documents for loan closings. 9. Review and approve required single-family recertifications and loan extensions. 10. Monitor progress of completion of tasks on a monthly basis. 11. Maintain status report on unsound projects. 12. Assess performance on an annual basis. 	

Relevant Performance Measure(s)	Output Measure 1. Percent of submitted budgets reviewed & approved. 2. Percent of audits/annual reports reviewed & approved. 3. Percent of Project Health evaluations completed. 4. Percent of required site visit/in-house monitorings completed. 5. Percent of project operating budgets input into database. 6. Percent Reviewed budgets and management documents for loan closings. 7. Percent of single family recertifications and loan extensions completed. Outcome Measure 1. Percent reduction of budgets outside normal operating costs range without justification. 2. Percent reduction in unsound projects. 3. Percent increase/decrease on average project health score for portfolio.			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
Process Budgets and Audits/Annual Reports and Other Unspecified Tasks.	Staff	Ongoing annual process	6.50 PYs Existing	June 2005 June 2006
Complete Annual Input of Information to Operating Expense Spreadsheet.	Manager	Ongoing annual process	1. PY - Existing	June 2005 June 2006
Compare budgets to operating expense Spreadsheet ranges.	Staff	Ongoing annual process	.20 PY - Existing	June 2005 June 2006
Perform Site Visit or In-House Monitoring.	Staff	Ongoing annual process	3.50 PYs - Existing	June 2005 June 2006
Complete Project Health Evaluations.	Staff	Ongoing annual process	1. PY - Existing	June 2005 June 2006
Complete Single Family Re-Certifications and Loan Extensions	Staff	Ongoing annual process	.05 PY - Existing	June 2005 June 2006
Complete Review of Management Documents - MHP Loan Closings.	Staff	Ongoing monthly process	.75 PY - Existing	June 2005 June 2006
Monitor Task Completion Monthly.	Manager	Ongoing monthly process	.20 PY - Existing	June 2005 June 2006

Maintain Status Report on Unsound Projects.	Manager	Ongoing annual process	.20 PY - Existing	June 2005 June 2006
Develop Project Action Plans	Asset Management Program staff	30 days after receipt and update as needed	2PYs – Existing	Ongoing
Establish value – prepare Asset Acquisition Analysis	Asset Management Program staff	Before issuing Notice of Default	2PYs – Existing	Ongoing
Annual Performance Assessment of Mandated Tasks	Manager	Year end annual process	.20 PY - Existing	July 2005 July 2006
Issue disbursements, receive payments, service loans, reconcile loan balances, and issue loan statements.	Financial Management Office	Ongoing	7.75 PYs - Existing	Ongoing
Program Resources:				
Positions	43.75			
Support	\$5,947,000			

Core Program Action Plans



Division of Codes and Standards

Department of Housing and Community Development

Core Program Action Plan

Employee Housing Program

Action Plan for FY 2004/05 - 2005/06		J1		
Strategic Goal:	Assure the health and safety of residents in employee housing facilities.			
Strategic Objectives:	Ensure that employee housing facilities are properly maintained.			
Strategy:	<div>1. Realign selected regulatory fees to help support staffing levels necessary to provide adequate monitoring of employee housing facilities.</div> <div>2. Conduct “Pre-Occupancy” or “maintenance” inspections of at least 70 percent of the registered employee housing facilities</div>			
Relevant Performance Measure(s)	<div>1. Successful implementation of select fees supporting the employee housing program.</div> <div>2. Seventy percent of all registered employee housing facilities inspected</div> <div>3. Establish targets for correction of violations.</div>			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
<u>Strategy 1:</u> Develop express terms, initial statement of reasons and supporting data.	Program Manager, Project Management Support (Project Management Services) unit, Legal Affairs and Field Operations	1 month	Existing	January 2005

Schedule and conduct necessary focus group meeting(s).	Directorate, Program Managers, and Project Management Services unit	2 months	Existing	March 2005
Promulgate regulation rulemaking according to Administrative Procedures Act requirements.	Program managers staff and Project Management Services unit	7 months	Existing	September 2005
<u>Strategy 2:</u> Gather raw data of all registered employee housing facilities statewide.	Area Office Managers and Field Supervisors	1 month	Existing	March 2005
Conduct a selected focus group meeting to review raw data and discuss strategies to efficiently inspect at least 70 % of all registered employee housing facilities.	Area Office Manager Program Managers Field Supervisors Field Operations Manager	2 months	Existing	August 2005
Conduct meeting with staff to discuss the strategies, timeliness of inspections.	Area Office Manager Field Supervisors	2 months	Existing	August 2005
Distribute employee housing assignments to field staff for inspection with specific due dates for completion.	Area Office	2 months	Existing	April 2005
Schedule inspections with housing providers.	Field Operation Staff	18 months	New and Existing	May 2006
Conduct preoccupancy inspections for at least 70% of registered employee housing facilities.	Field Operation Staff	24 months	New and Existing	December 2006
Monitor to ensure that assignments are being completed.	Area Office Manager	24 months	Existing	December 2006

Conduct reinspections as necessary within 30 days after the initial inspection.	Field Operation Staff	24 months	New and Existing	December 2006
Issue Permits to Operate when appropriate or work with the housing provider to obtain compliance.	Area Offices Staff	24 months	New and Existing	December 2006
Update data base information to indicate completion of assignment.	Area Office Staff	24 months	Existing	December 2006
Program Resources:				
Positions	8.6			
Support	\$966,000 – General Fund			
	\$180,000 - Reimbursements			

Department of Housing and Community Development

Core Program Action Plan

Factory-built Housing Program

Action Plan for FY 2004/05 - 2005/06				J2
Strategic Goal:	Ensure that factory-built housing is properly constructed.			
Strategic Objective:	Increase third-party inspection and design approval agencies compliance with state laws and regulations.			
Strategy:	<div>1. Increase and realign fees to support staffing levels necessary to adequately monitor third-parties responsible for the proper construction and inspection of new factory-built housing.</div> <div>2. Increase the monitoring of third-party inspection and design approval agencies to improve compliance.</div>			
Relevant Performance Measure(s)	<div>1. Successful implementation of fees supporting the factory-built housing program.</div> <div>2. Increase monitoring of third-parties by 10 percent.</div> <div>3. 10% increase in each measuring period in the number of third-parties in compliance with state law and regulations.</div>			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
<u>Strategy 1:</u> Develop express terms, initial statement of reasons and supporting data for realignment of regulatory fees.	Senior Managers, Program Managers and Project Management Services Unit	1 month	Existing	January 2005

Schedule and conduct focus group meeting(s).	Directorate, Senior Managers, Program Managers and Program Management Services Unit	2 months	Existing	March 2005
Promulgate regulation rulemaking according to Administrative Procedures Act requirements.	Program staff and Program Management Services Unit	6 months	Existing	September 2005
Recruit, hire, and train staff.	Field Operations Managers, Program Manager, and Administrative Services Unit.	10 months	Existing	On-going
<u>Strategy 2:</u> Establish baseline for number of monitoring conducted and number of complying third-parties.	Program Managers, Program staff and Field Operations Managers.	1 month	New and Existing	October 2005
Train staff and conduct monitoring of third-parties. Evaluate data at selected intervals for completeness and accuracy.	Program staff and Field Operations staff	12 months	New and Existing	October 2006
Obtain and evaluate final data to determine overall effectiveness of strategy.	Program Managers, Program staff and Field Operations Managers.	1 month	New and Existing	November 2007
Program Resources:				
Positions	1.1			
Support	\$162,000 – Special Fund			

Department of Housing and Community Development

Core Program Action Plan

Manufactured Housing Program

Action Plan for FY 2004/05 - 2005/06				J3
Strategic Goal:	Ensure the health and safety of residents in manufactured housing.			
Strategic Objective:	Ensure that manufactured housing is properly constructed and installed.			
Strategy:	<p>Currently resource levels do not allow the Manufactured Housing Program to meet its statutory mandate.</p> <ol style="list-style-type: none"> 1. Increase and realign fees to support staffing levels necessary to promote proper construction and installation of new manufactured homes. 2. Bring manufactured home manufacturers into compliance with federal consumer complaint handling regulations 			
Relevant Performance Measure(s)	<ol style="list-style-type: none"> 1. Ten percent reduction overall in response times to service requests for manufactured housing installations and complaint inspections. 2. Ten percent increase in each measuring period in the number of manufacturers in compliance with federal regulations or number of licensing actions for failure to comply. 3. Twenty-five percent reduction in backlog of service requests by June 2006 and eliminate backlog service requests by January 2008. Current resource levels do not allow the Manufactured Housing Program to meet its statutory mandate. 			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
<u>Strategy 1:</u> Develop and implement new regulatory fee structures.	Mobilehome Parks and Manufactured Housing Program Managers & Support Staff Units	9 months	Existing	October 2005
Develop express terms, initial statement of reasons and supporting data for realignment of regulatory fees.	Mobilehome Parks and Manufactured Housing Program Managers & Support Staff Units	9 months	Existing	October 2005

Schedule and conduct focus group meeting(s).	Mobilehome Parks and Manufactured Housing Program Staff and Program Management Services Unit Staff	2 months	Existing	March 2005
Promulgate regulation rulemaking according to Administrative Procedures Act requirements.	Mobilehome Parks and Manufactured Housing Program Staff and Program Management Services Unit Staff	6 months	Existing	September 2005
Develop plan to prioritize backlog of complaint and installation inspections.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	9 months	Existing	October 2005
Develop plan to prioritize requests for complaint and installation inspections.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	9 months	Existing	October 2005
Recruit, hire, and train key staff positions.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	10 months	New and Existing	Ongoing

Establish baseline to compare response times and service requests.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	12 months	New and Existing	October 2006
Implement plans for improved complaint and installation inspections.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	12 months	New and Existing	Ongoing
Obtain and evaluate data to determine effectiveness of strategy.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	1 month	New and Existing	June 2007
<u>Strategy 2:</u> Schedule annual monitoring of manufacturers.	Manufactured Housing District Representative	1 month	Existing	February 2005

Perform monitoring of manufacturers, poorest first.	Manufactured Housing Administrator and District Representative and Field Operations Staff	8 months	New and Existing	October 2005
Conduct necessary reinspections, develop Legal Affairs Division licensing actions.	Manufactured Housing Administrator and District Representative	2 months	New and Existing	October 2005
Filing of licensing actions with Legal Affairs Division.	Legal Affairs Division	4 months	Existing	January 2006
Establish baseline to compare response times and service requests.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	12 months	New and Existing	January 2006
Obtain and evaluate data to determine effectiveness of strategy.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	12 months	New and Existing	December 2007
Program Resources: Positions 30.8 Support \$4,160,000 – Special Fund				

Department of Housing and Community Development

Core Program Action Plan

Mobilehome and Special Occupancy Parks Program

Action Plan for FY 2004/05 - 2005/06					J4
Strategic Goal:	Ensure the health and safety of residents in manufactured housing.				
Strategic Objectives:	Ensure that mobilehomes parks and manufactured housing are properly maintained.				
Strategy:	<p>Current resource levels do not allow the Manufactured Housing Program to meet its statutory mandate.</p> <ol style="list-style-type: none"> 1. Increase and realign fees to support staffing levels necessary to promote proper maintenance of mobilehome parks and existing manufactured housing. 2. Improve response time and reduce service backlogs. 				
Relevant Performance Measure(s)	<ol style="list-style-type: none"> 1. Ten percent reduction overall in general service backlogs for mobilehome parks and existing manufactured home services. 2. Ten percent reduction overall in response time to service requests for mobilehome park and existing manufactured homes. 3. Twenty-five percent reduction on backlog of service requests by June 2006 and eliminate backlog of service requests by January 2008. 				
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date	
Develop and implement new regulatory fee structures.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers and Support Staff Units	9 months	Existing	October 2005	

Develop express terms, initial statement of reasons and supporting data for realignment of regulatory fees.	Mobilehome Parks and Manufactured Housing Program Managers and Program Management Services Unit Staff	1 month	Existing	January 2005
Schedule and conduct focus group meeting(s).	Mobilehome Parks and Manufactured Housing Program Managers and Support Staff Units	2 months	Existing	March 2005
Promulgate regulation rulemaking according to Administrative Procedures Act requirements.	Mobilehome Parks and Manufactured Housing Program Managers and Program Management Services Unit Staff	6 months	Existing	September 2005
Develop and obtain enactment of new statutory fee structures.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers and Support Staff Units	12 months	Existing	January 2006
Identify statutory fees within the Mobilehome Parks and Special Occupancy Parks Acts requiring realignment.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers and Support Staff Units	2 months	Existing	February 2005

Develop legislative proposal to increase selected statutory fees.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers and Support Staff Units and Legal Affairs Division and Legislative Unit	5 months	Existing	July 2005
Provide assistance as necessary to Division and Department staff in support of legislative fee increase.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers and Support Staff Units	3 months	Existing	October 2005
<i>Strategy No. 2:</i> Evaluate current procedures for providing park and existing manufactured home services.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	3 months	Existing	June 2005
Develop plan to prioritize backlog of park and existing manufactured home services.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	9 months	Existing	October 2005

Develop plan to prioritize requests for park and existing manufactured home services.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	9 months	Existing	October 2005
Develop plan to provide park maintenance inspections consistent with new laws.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	12 months	New and Existing	January 2006
Recruit, hire, and train for key staff positions.	Codes and Standards Senior Management Team and Department of Housing and Community Development Personnel	10 months	New and Existing	Ongoing
Implement plans for improved park and existing manufactured home services.	Codes and Standards Field Administrators and Mobilehome Parks and Manufactured Housing Program Managers	12 months	New and Existing	Ongoing
Program Resources: Positions 34.5 Support \$4,609,000 – Special Fund				

Department of Housing and Community Development

Core Program Action Plan

Occupational Licensing Program (OL)

Action Plan for FY 2004/05 - 2005/06		J5		
Strategic Goal:	Provide responsive and effective consumer protection in the Occupational Licensing Program.			
Strategic Objective:	Ensure that the occupational licensing program continues to service its customers effectively.			
Strategy:	<div>1. Increase and realign fees to support staffing levels necessary to promote effective investigation and improve customer service.</div> <div>2. Develop a plan to prioritize and reduce the number of backlog occupational licensing complaint investigations.</div> <div>3. Increase the number of applications for the Manufactured Home Recovery Fund.</div>			
Relevant Performance Measure(s)	<div>1. Successful implementation of fees supporting the occupational licensing program.</div> <div>2. Thirty percent reduction in the number of backlog occupational licensing complaints after the first year of implementation.</div> <div>3. Twenty percent increase in the number of MHRF applications submitted to the Department.</div>			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
<u>Strategy 1:</u> Develop express terms, initial statement of reasons and supporting data.	Program Manager, Project Management Services, Legal Affairs and Field Operations	1 month	Existing	January 2005

Schedule and conduct necessary focus group meeting(s).	Directorate, Program Managers, and Project Management Services unit	2 months	Existing	March 2005
Promulgate regulation rulemaking according to Administrative Procedures Act requirements.	Program managers staff and Project Management Services unit	7 months	Existing	September 2005
Recruit, hire, and train staff.	Field Operations Managers, Program Manager, and Administrative Services Unit.	10 months	Existing	Ongoing
<u>Strategy 2:</u> Assemble occupational licensing backlog data.	Field Area Office Manager	1 month	Existing	March 2005
Schedule meeting to review occupational licensing backlog data and methods to aggressively reduce escalating build-up.	Field Operations Manager	1 day	Existing	September 2005
During meeting establish investigative priorities, principles, and occupational licensing policies to reduce the occupational licensing backlog and ways to monitor its ongoing success.	Field Area Office Managers and Codes and Standards Assistant Deputy Director OL Program staff	1 month	Existing	September 2005

Develop draft priorities/ principles/occupational licensing policies occupational licensing collected and gathered in meeting minutes and distribute for comments.	Field Operations Manager	1 month	Existing	October 2005
Provide written draft priorities/ principles/occupational licensing policies for comments and return.	Field Area Office Managers and Codes & Standards Assistant Deputy Director OL Program staff	1 month	Existing	October 2005
Finalize priorities/ principles/occupational licensing policies plan.	Field Operations Managers	1 month	Existing	December 2005
Develop and Excel spreadsheet clearly identifying each assignment by DR (assigned date, Status, date of initial investigation, close date etc.	Area Office Field Operation Managers	1 month	Existing	January 2006
Develop a tracking method such as bar graph to gauge the number of assignments being made and the reduction progress. This will enable supervisors to closely monitor the assignments, number of assignments being made and the planned reduction.	Area Office Field Operation Managers	1 month	Existing	November 2005
Establish measurement time period and baseline for number of occupational licensing assignments received.	Field Operations	1 month	Existing	November 2005
Conduct meeting with field staff assigned to complete investigations and clearly convey the Department's occupational licensing policies and action to reduce, and prioritize the backlog (i.e., type of assignments and complaints)	Area Office Field Operation Managers	1 month	Existing	January 2006
Distribute assignments to appropriate staff members for investigation.	Field Operations Manager	3 months	Existing	January 2006
Schedule investigation appointments with appropriate parties.	Field Operation staff	1 month	New	January 2006
Conduct investigation, write findings and submit reports.	Field Operation staff	1 month	New	February 2006

Conduct occupational licensing follow up investigations as necessary till closure.	Field Operation staff	1 month	New	March 2006
Monitor assignments to ensure adequate progress is taking place.	Field Operations Manager	1 month	Existing	March 2006
Close investigation assignments on data base information system to ensure assignment close.	Area Office Support staff	1 month	Existing	March 2006
Evaluate number of assignments received/ investigated at selected intervals to preliminarily assess strategy.	Program Managers and staff	Ongoing	New and Existing	April 2006
Obtain and evaluate final data to determine overall effectiveness of strategy.	Field Operations	1 month	New and Existing	April 2006
<u>Strategy 3:</u> Update the Manufactured Housing Recovery Fund forms.	OL Program staff	2 months	New and Existing	February 2005
Update the Manufactured Housing Recovery Fund website.	OL Program staff	2 months	New and Existing	February 2005
Identify groups and associations whose members have an interest and benefit from the Manufactured Housing Recovery Fund.	OL Program staff	1 month	New and Existing	March 2005
Develop and distribute a Manufactured Housing Recovery Fund pamphlet to select groups and associations.	OL Program staff	1 month	New and Existing	July 2005
Request that selected groups and associations place Manufactured Housing Recovery Fund information on their website and include in their publications.	OL Program staff	2 months	New and Existing	August 2005

Establish measurement time period and baseline for number of Manufactured Housing Recovery Fund applications received.	OL Program staff	1 month	New and Existing	August 2005
Evaluate number of applications received at selected intervals to preliminarily assess strategy.	OL Program staff	Ongoing	New and Existing	August 2006
Obtain and evaluate final data to determine overall effectiveness of strategy..	OL Program staff	1 month	New and Existing	September 2006
Program Resources: Positions 18.0 Support \$2,159,000 – Special Fund				

Department of Housing and Community Development

Core Program Action Plan

Registration and Titling Program

Action Plan for FY 2004/05 - 2005/06				J6
Strategic Goal:	Improve the overall efficiency of the Registration and Titling Program through enhanced public communications.			
Strategic Objective:	Ensure effective communication systems for the Division of Codes and Standards. Maintain a 15-day turn around time while not exceeding a 5 percent error rate			
Strategy:	<ol style="list-style-type: none"> 1. Streamline the current automated telephone answering system and provide basis transfer information on the web. Explore the possibilities of a central call center for the entire Division. 2. Maintain a knowledgeable workforce. 3. Ensure processing times remain current statewide by distributing work between program locations. 			
Relevant Performance Measure(s)	Outcome Measures <ol style="list-style-type: none"> 1. Increase the percentage of calls currently answered by five percent. 2. Increase the number of calls answered within five minutes by five percent. 3. Error rate percentage. 4. Processing time, in calendar days, for each application. 			
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date
<u>Strategy 1:</u> Review the current telephone tree script for the Registration and Titling Program.	Registration and Titling Supervisors/Managers	4 Months	Existing	April 2005
Record script in new format in English and Spanish.	Registration and Titling Program Technician	1 Month	Existing	May 2005
Test and activate new script	Registration and Titling Supervisors	1 Week	Existing	July 2005
Update Quick Reference Guide	Registration and Titling Supervisors	2 Months	Existing	February 2005

Review, edit, and finalize the Public Information Letters.	Registration and Titling Supervisors/Managers	6 Months	Existing	June 2005
Train Call Center Staff on use of Public Information Letters and Techniques to Answer Calls Quickly and Efficiently.	Registration and Titling Supervisors/Managers	6 Months	Existing	June 2005
Review, edit, and finalize the basic transfer requirements for Web.	Registration and Titling Supervisors/Managers	2 Months	Existing	April 2005
Establish, test, and release the basic transfer requirements on Web	Registration and Titling Program Staff & Information Technology Branch Staff	7 Weeks	Existing	June 2005
Track the number of basic transfer requirements website hits to determine usefulness.	Registration and Titling Program Staff	6 Months	Existing	December 2005
Monthly meetings with Division Staff to explore Central Call Center.	Codes and Standards Telephone Team	Ongoing	Existing	
<u>Strategies 2 and 3:</u> Identify common errors, develop training plan for staff	Committee	3 Months	Existing	April 2005
Provide ongoing training to staff as needed on program policies previously identified.	Registration and Titling Program Staff	Ongoing	Existing	Ongoing
Provide outreach training to industry to improve quality of transactions submitted.	Registration and Titling Program Staff	12 Months	Existing	Ongoing
Monitor and evaluate results of industry and staff training.	Registration and Titling Program Management	6 Months After Completion of Training	Existing	June 2006
Program Resources:				
Positions	107.5			
Support	\$9,775,000 – Special Fund			

Department of Housing and Community Development

Core Program Action Plan

State Housing Law Program

Action Plan for FY 2004/05 - 2005/06					J7
Strategic Goal:	Remove barriers to increasing overall housing supply.				
Strategic Objective:	Propose adoption of most current model codes for the construction of residential occupancies.				
Strategy:	Implement most current health and safety requirements and construction practices.				
Relevant Performance Measure(s)	Model codes are proposed for adoption on time.				
Action Plan Step	Responsible Person(s)	Time Frame	Resources Required	Completion Date	
Review building, electrical, plumbing and mechanical codes.	State Housing Law Program Manager and Support Staff	Ongoing	Existing	Ongoing (Subject to publication dates by model code organizations)	
Conduct necessary focus group meetings and develop express terms, initial statement of reasons and other required documents.	State Housing Law Program Manager, Support Staff and Project Management Staff	Ongoing	Existing	Ongoing	
Obtain necessary reviews and approvals from senior management, Directorate, and Agency.	State Housing Law Program Manager, Support Staff and Project Management Staff	Ongoing	Existing	Ongoing	

Submit rulemakings to the Building Standards Commission for adoption and participate through the adoption process.	State Housing Law Program Manager, Support Staff and Project Management Staff	Ongoing	Existing	Ongoing
Provide notification of adoption, publication and effective dates to stakeholders.	State Housing Law Program Manager, Support Staff and Project Management Staff	Ongoing	Existing	Ongoing
Program Resources: Positions 3.1 Support \$532,000 – General Fund				